



COMMAND VISION AND CAMPAIGN PLANNING (Lessons Learned)

**Presentation by Jill M. Davis
to
NWD Vision Conference**

18 November 1997

US Army Corps of Engineers



Topics



Vision & Strategy



USACE Campaign Plans



Examples



Lessons Learned



Where to From Here



Topics



Vision & Strategy



USACE Campaign Plans



Examples



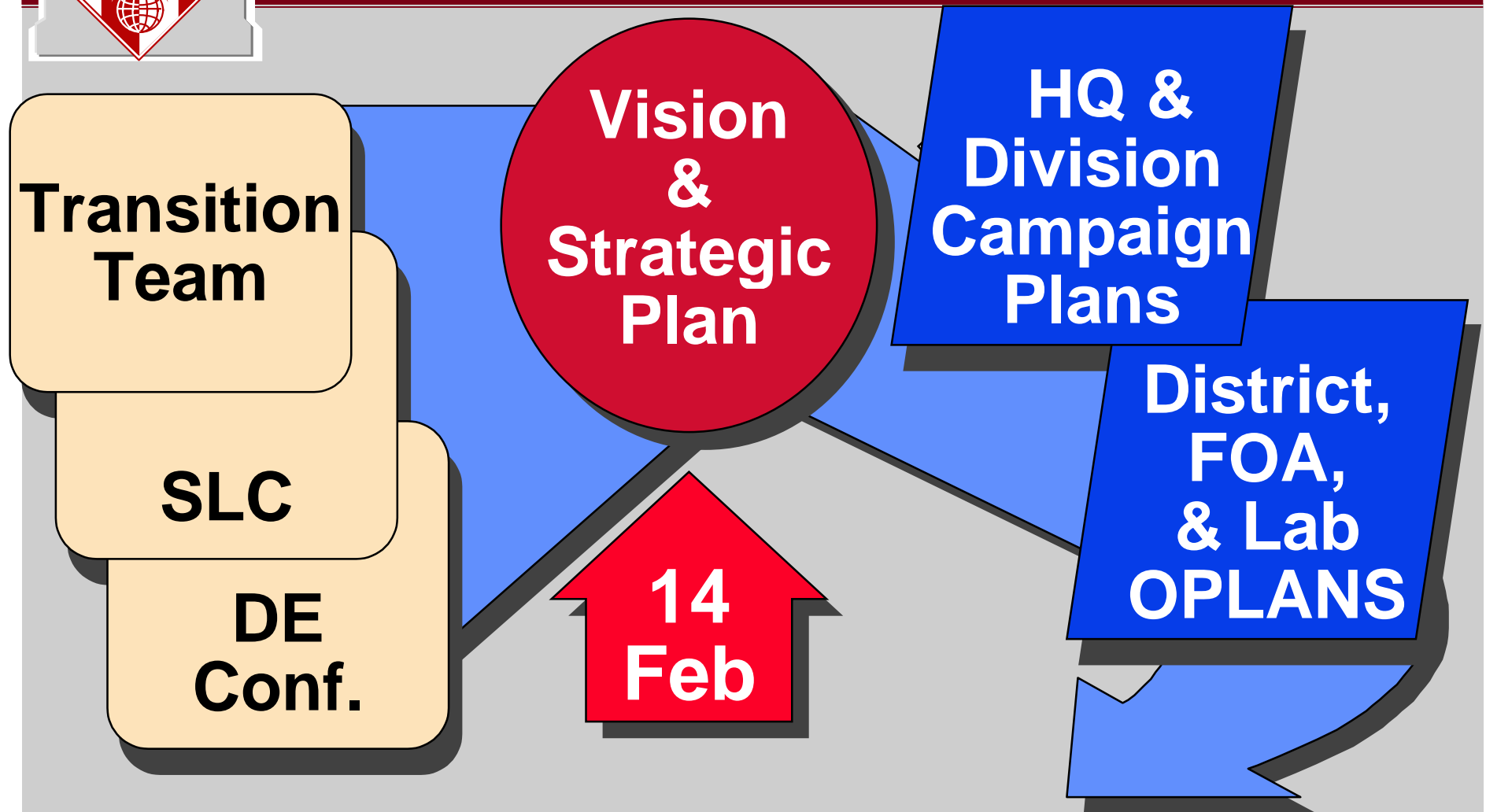
Lessons Learned



Where to From Here



Strategy Development (First Cycle)



**-Second Cycle -
Institutionalize Strategic Planning Process**



Army Vision

US Army

Trained & ready for victory.
A total force of quality
soldiers and civilians:

- A values-based organization
- An integral part of the Joint Team
- Equipped with the most modern weapons & equipment
- Able to respond to our Nation's needs
- Changing to meet the challenges of today . . . tomorrow . . . and the 21st Century.

Technology

Leverage



Project The Force

Decisive Operations

Shape The Battlespace

Protect The Force

Sustain The Force

Information Dominance



Army
Vision
2010



Corps Plus Vision

US Army

Corps of Engineers

The world's premier engineering organization. Trained & ready to provide support anytime, anyplace. A full spectrum Engineer Force of high quality, dedicated soldiers & civilians:

- A vital part of the Army;
- The Engineer team of choice -- responding to our Nation's needs in peace & war;
- A values-based organization -- Respected, Responsive & Reliable.

Changing today to meet tomorrow's challenges!



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Master Strategy

Corps Plus

***Revolutionize
effectiveness***



***Seek growth
opportunities***

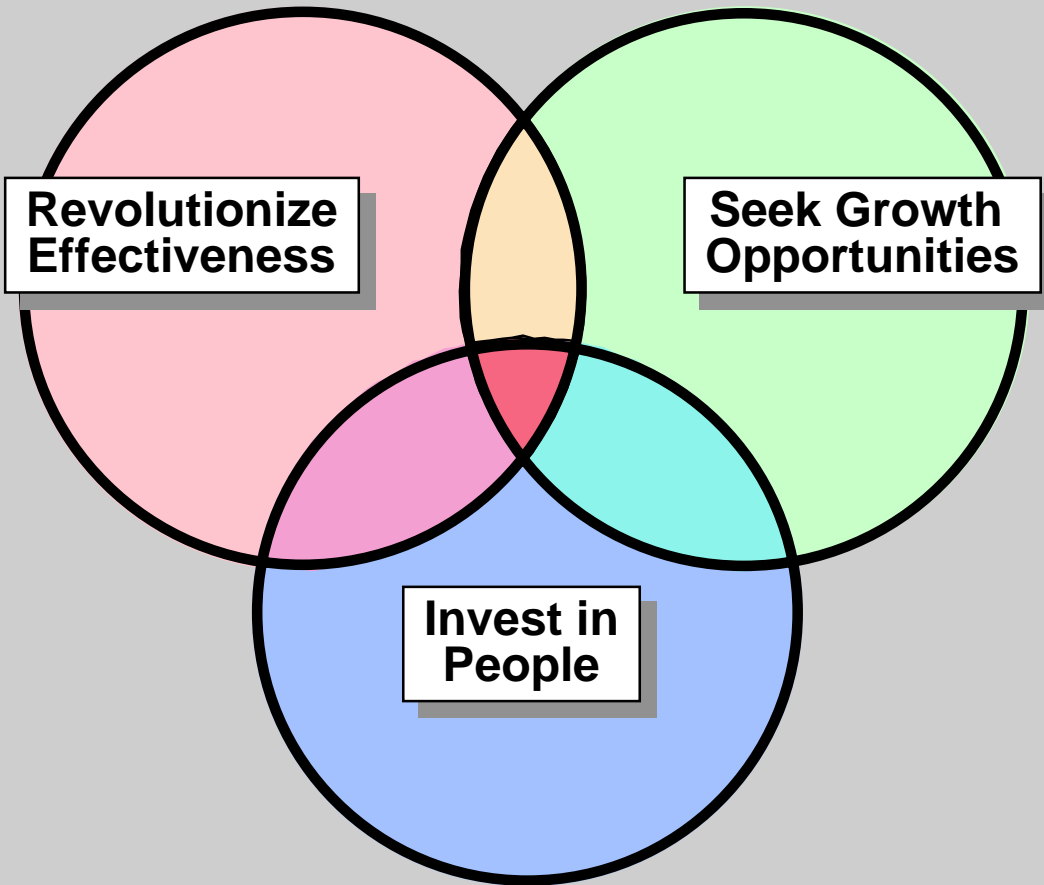


Invest in people

**Revolutionize
Effectiveness**

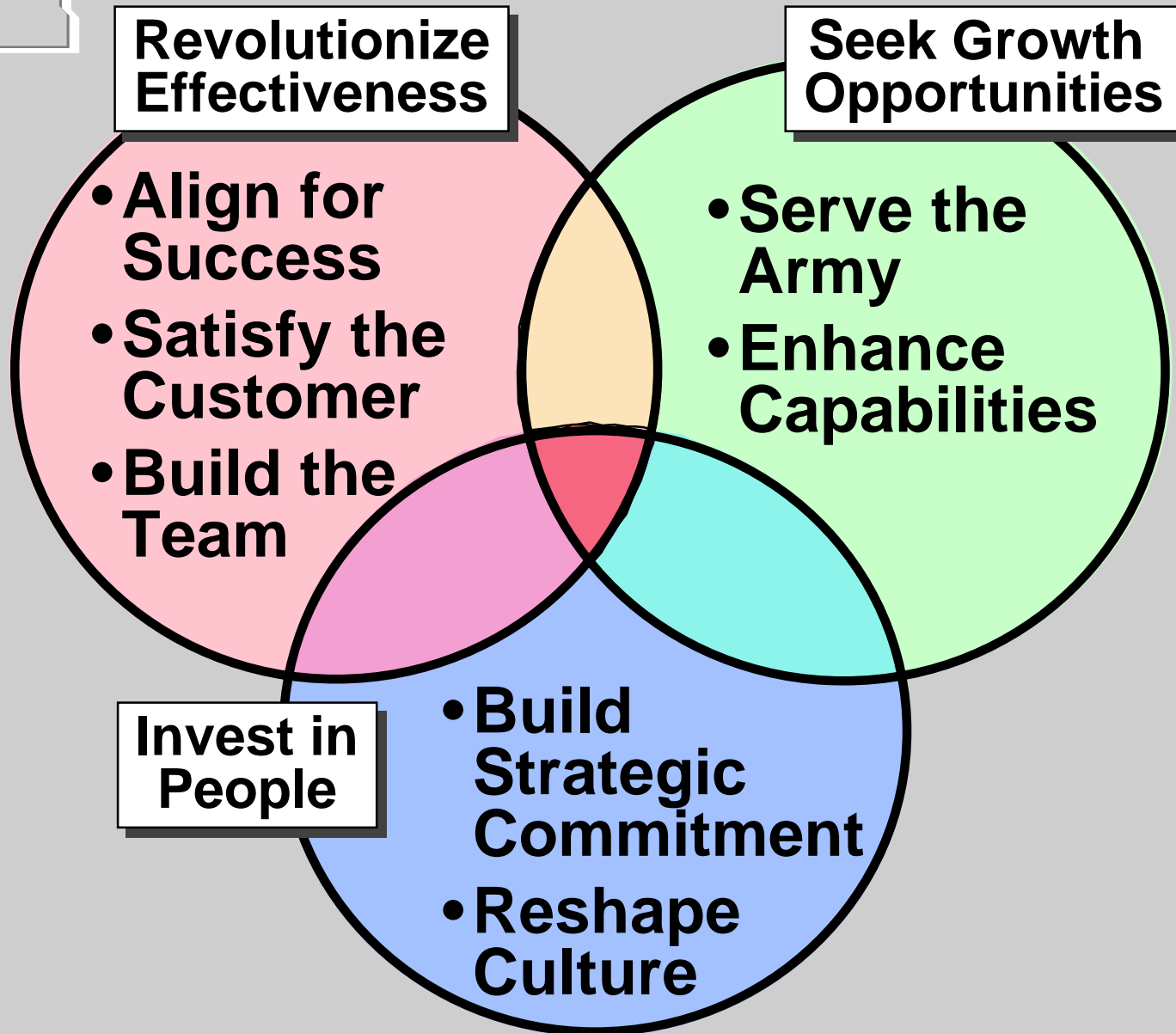
**Seek Growth
Opportunities**

**Invest in
People**





Seven Sub-Strategies





Topics



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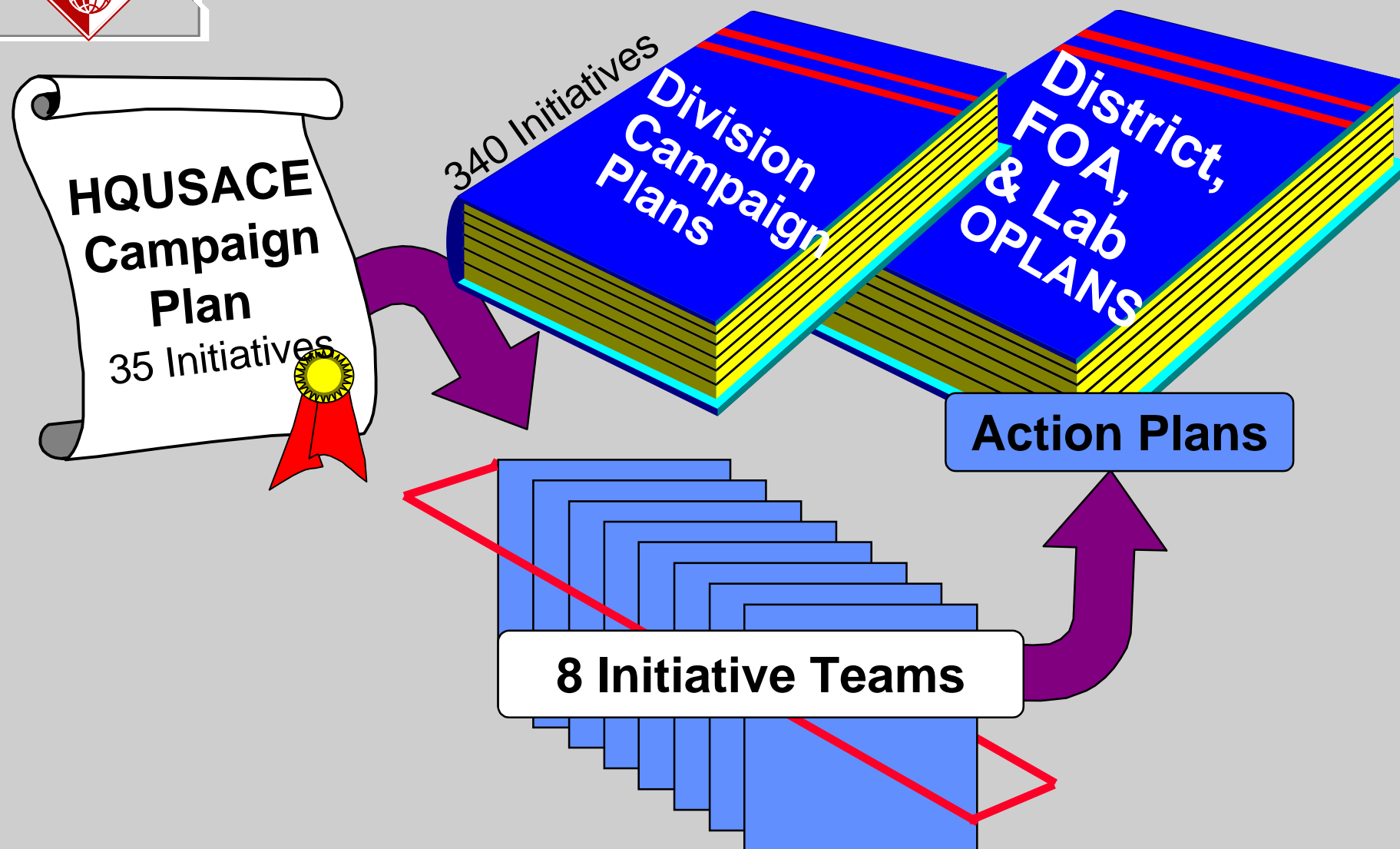
Lessons Learned



Where to From Here



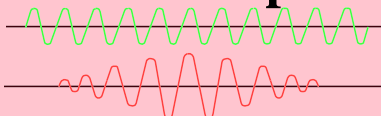
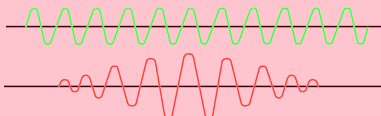


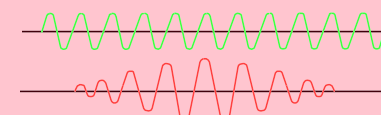


USACE Campaign and OPLANs



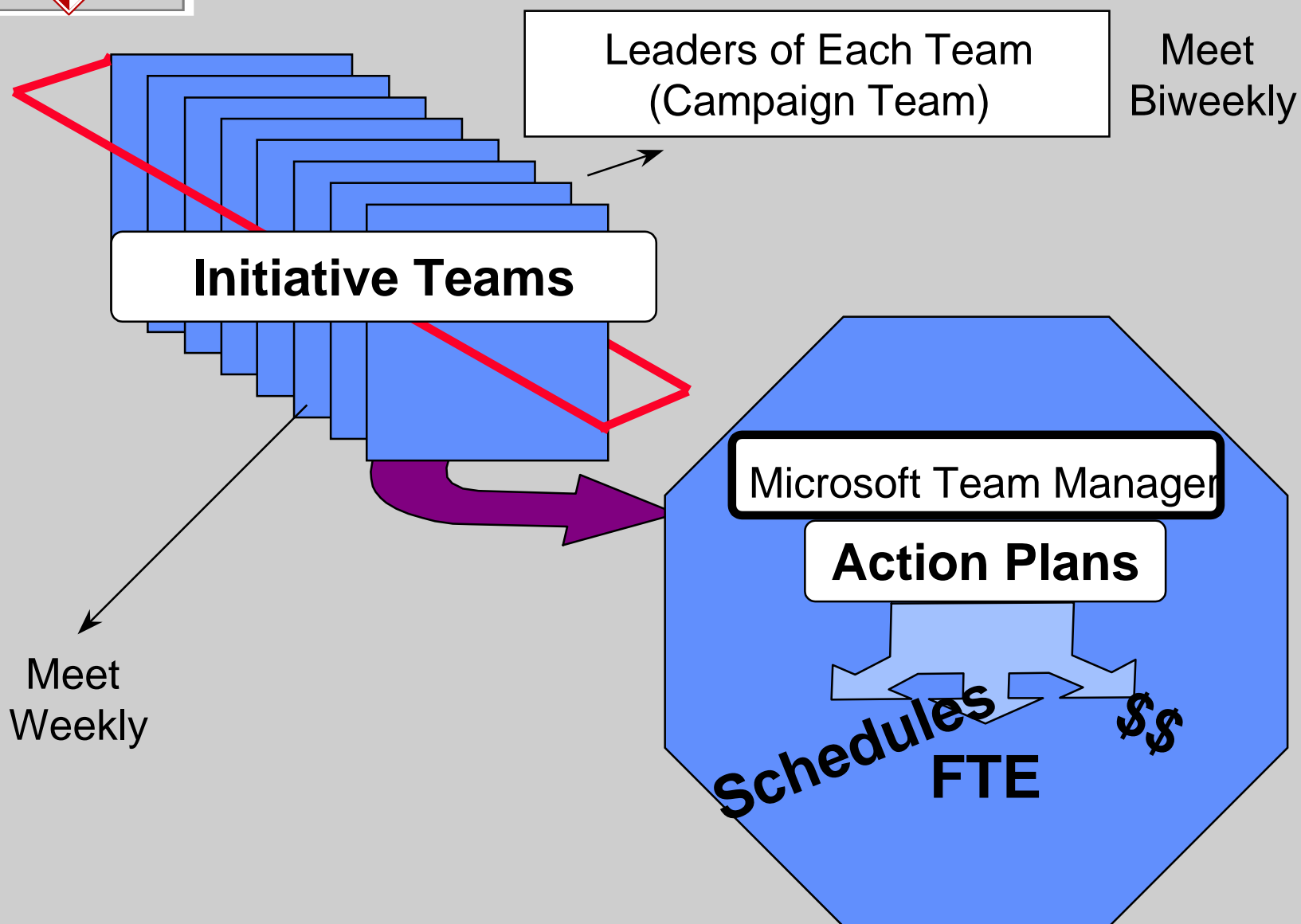


HQUSACE Campaign Plan Initiatives

Team #1	Team #2	Team #3	Team #4
Life Cycle Mgr for Army-- DMP 	Support to Operational Force-- DR&D 	Communications/ Relationships--  DRE / DPA	Virtual Team--  DIM / DHR
Team #5	Team #6	Team #7	Team #8
Corporate Mission Growth Plan-- DCG /DCW 	Div / Dist Sys, Processes, Org-- DRM 	HQ Systems, Processes, Org-- DRM	Reshape Culture--  CC

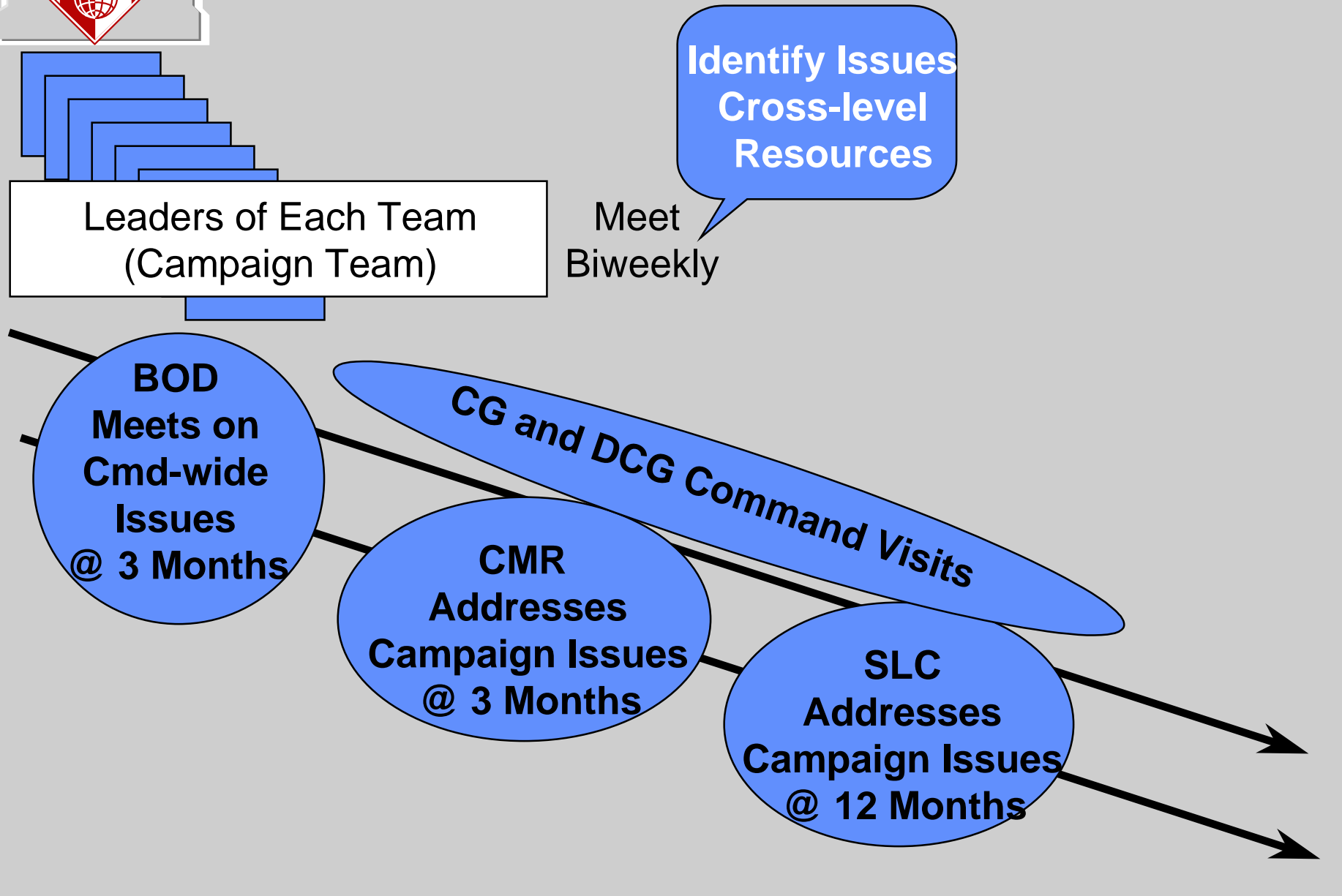


Managing HQUSACE Campaign Teams





Staying on Track





USACE Board of Directors

- **Membership**
 - **LTG Ballard Chairs**
 - **MSC Commanders (BG Griffin)**
 - **3 SES (Kristine Alaman, Dr. Link, Don Herndon)**
 - **HQUSACE GO'S (Genetti, Fuhrman, Hunter)**
 - **Supported by ELC graduates**
- **Meetings coincide with CMR (Quarterly)**
 - **Division Quality Assurance**
 - **Military Real Estate**
 - **Contracting FAA**
 - **National Account Managers**
 - **Team Awards**
 - **Web Sites**
 - **IT Migration Plan**
 - **Communications Strategy**



Topics



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Where to From Here



Team 5 — Corporate Mission Growth

Team Focus:

- Provide a Strategic Growth road-map which captures the essential elements of:
 - The Customers of the Future
 - Our Competitors and what they can teach us
 - Corporate approaches to achieve growth
 - Competencies we need to evolve and enhance

Expected Outcome:

- Corporate Growth “Primer” that:
 - Identifies issues and opportunities
 - Defines roles & responsibilities at each echelon
 - Is not a cook book, yellow pages, or marketing brochure



Team 5 — Corporate Mission Growth

Scope of Action Plan:

- Multi-pronged Effort
- Builds off of MSC & District efforts to date as well as SFO Plan
- Involves all Corps mission areas: Military, Civil, R&D, RE, (& SFO)
- Reviewed by USACE Senior Leaders
- Learns from the best in our business

Major Milestones:

- | | |
|-----------------------|----------------------|
| • External Assessment | Compl April 1997 |
| • Internal Analysis | Compl May 1997 |
| • Develop Growth Plan | Compl August 1997 |
| • Publish Growth Plan | Compl September 1997 |





Team 5 -- Corporate Growth Plan -- Specifics

- **Adopted and adapted an on-going SFO-led effort**
 - **Improve customer service, organization, outreach**
- **Surveyed SLC on USACE as a Business --**
 - **Painted as conservative, risk averse**
 - **Intrinsically sound functions**
 - **Targeted Growth (vice Cost Leader)**
- **Corporate Growth Workshop:**
 - **Co-sponsored by Team #5 and SFO, SWD-hosted**
 - **Date: o/a February 1998**
 - **Theme: “ Seeking Growth Opportunities”**
 - **Participants: Div & Dist business development**
 - **POC: Paul Seguin Team #5, Tom Hudspeth SWD**



Team 5 -- Corporate Growth Plan Specifics (Continued)

- **Six Core Competencies identified and recommended**
 - **Responding quickly through world-wide organization**
 - **Assembling expandable, multidisciplinary teams**
 - **Facilitating/brokering cooperative arrangements among multiple constituencies (public and private)**
 - **Providing full life-cycle project services**
 - **Implementing public policy within the Army ethic**
 - **Providing structured, rational problem solving & a trade-off analysis methodology that ensures “best fit” decisions**
- **National and Regional Customer Account Managers**
- **At HQUSACE SFO to report to CofS**



Team 6 - Div & Dist Systems, Processes & Organization

Team Focus:

- With test divisions - Div & dist restructuring effectiveness
- Seek improvements to customer service by testing new product delivery systems, processes and organizations

Expected Outcome:

- Continue with Division Restructuring implementation
- Export successful initiatives to other Corps divisions
- Facilitate smooth transition of org and process changes







Team 6 - Div & Dist Systems, Processes & Organization

Scope of Action Plan:

- Establishes broad framework of test process
- Quarterly IPR's with test divisions
- Analyze and obtain CG approval to export good ideas

Major Milestones:

- Issue Responses on Division Restructuring Plans (Comp May 97) 
- Issue Guidance to Test Divisions (Comp Jun 97) 
- Receive Test Division Plans (Sep 97) 
- Evaluate and Respond on Test Division Plans (Nov 97) 
- Test Period Ends (Sep 98)
- Issue Good Ideas from Test Divisions (Dec 98)



Team 6 -- Test Division Initiatives -- Specifics

- **Characteristics:**
 - 10 from SAD, 21 from SWD
 - 22 process changes, 9 structure changes
 - Most cross stovepipes
 - Most cross district boundaries
 - Were potentially applicable across USACE
 - Most approved -- some withdrawn -- some pending
- **Measurement Issues:**
 - Guidance called for Measurement Criteria
 - Submissions uneven in measurement concepts
 - Cost/benefit evaluation of org & proc changes = major
 - Much work needed at HQUSACE & Divisions to devise good change measurement tools



Team 6 -- Test Division Initiatives -- Specifics

- **SAD Description:**
 - **BPA for ice, water, route clearance . . improve natural disaster response**
 - **Skills Inventory and Experts Registry**
 - **Tech Services Div in Wilmington as Small Dist prototype (includes Engr, Plng, Environ, Const, Opns, and possibly Regulatory)**
 - **Revolving fund to enable cost assurance to (military) customers:**
 - **Standardize and automate workflows and processes of above-the-line business processes, substitute parallel for sequential processes, promote virtual . .**



Team 6 -- Test Division Initiatives Specifics (Continued)

- **SWD Descriptions:**
 - **Common IM infrastructure throughout SWD**
 - **Virtual Team initiative**
 - **Regional interactive Web server to serve customers**
 - **Regional strategic marketing and outreach
(6 related)**
 - **Regional mentorship program**
 - **Regional PM-based reorg, reengineering & reinvention**
 - **Regional A-E Contracting Database**
 - **Workload Resource Management (WRMB) Board --
includes district membership -- allocating work thruout
Division to balance workload and workforce**



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USACE Strategic Planning Insights

First Truly Integrated USACE Strategic Plan:

- One Vision, One Plan, Multiple Campaign/ OPLANs
- The faster the rate of change the more need for such planning

Integrated Campaign Plan/OPLAN Development Carries Significant Coordination/Commo Burden:

- Horizontally and Vertically
- Need to Exploit “IT”
- Trend to seek false precision, to mirror one another

Action Plan Development is Difficult:

- Need the Right People
- Needs to Adjust for On-Going Actions
- Should Focus on 80% Solutions w / Revision as Needed
- Team Expert Choice a mechanism to measure & prioritize



USACE Strategic Planning Insights--Continued

Command emphasis is the key to achieving follow-through

- BOD a mechanism to focus cmd emphasis

Added rigors of strategic planning prompting use of Virtual teaming techniques

- Scenario Based Strategic Planning gone virtual
- BOD web site being developed to facilitate the process

Discussion

Documents

Group
Member
Listing





Topics



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Where to From Here



Strategic Planning Process

- HQ Campaign Plan
- Div Campaign Plans
- OPLANs
- Command-wide Campaign Plan

Phase One —
Initiatives Based Initial Objectives
(Close Battle)

Sustained Corporate Planning —
(Depth & Simultaneous Attack)

Phase Two —
Scenario Based Follow-on Objectives
(Deep Battle)

You are here

- Scenarios
- Strategic Segmentation
- Industry Analysis
- Competencies
- Future Key Success Factors

LD
1 Oct
97

'96 SLC

'97 SLC

'98 SLC

1999+



Guidance

- Objectively identify national & international trends that provide *Corps Plus* growth opportunities as well as flag areas that risk shrinking
- Develop Corps-wide strategies to position USACE for the future by Identifying:
 - new activities to pursue
 - current activities to expand, maintain, reduce, or divest
- Provide strategic decision-making foundation for future resource allocation & budgeting

~ and ~

- **Complete first cycle of process by '98 SLC**



First Cut ~ Key Trends

- T2 Increased Use of Electronic Based Technology**
- T3 Increased Importance of Environmental Issues**
- T4 Smaller military Force Structure**
- T5 Continuous Government Reinvention**
- T6 Increased Competition for Natural Resources**
- T7 Increased Competition for Human Resources**
- T8 Decaying Infrastructure**
- T10 Increased use of Scientific & Engineering Technology
(simulation, models, AI, VR, & non-electronic based)**

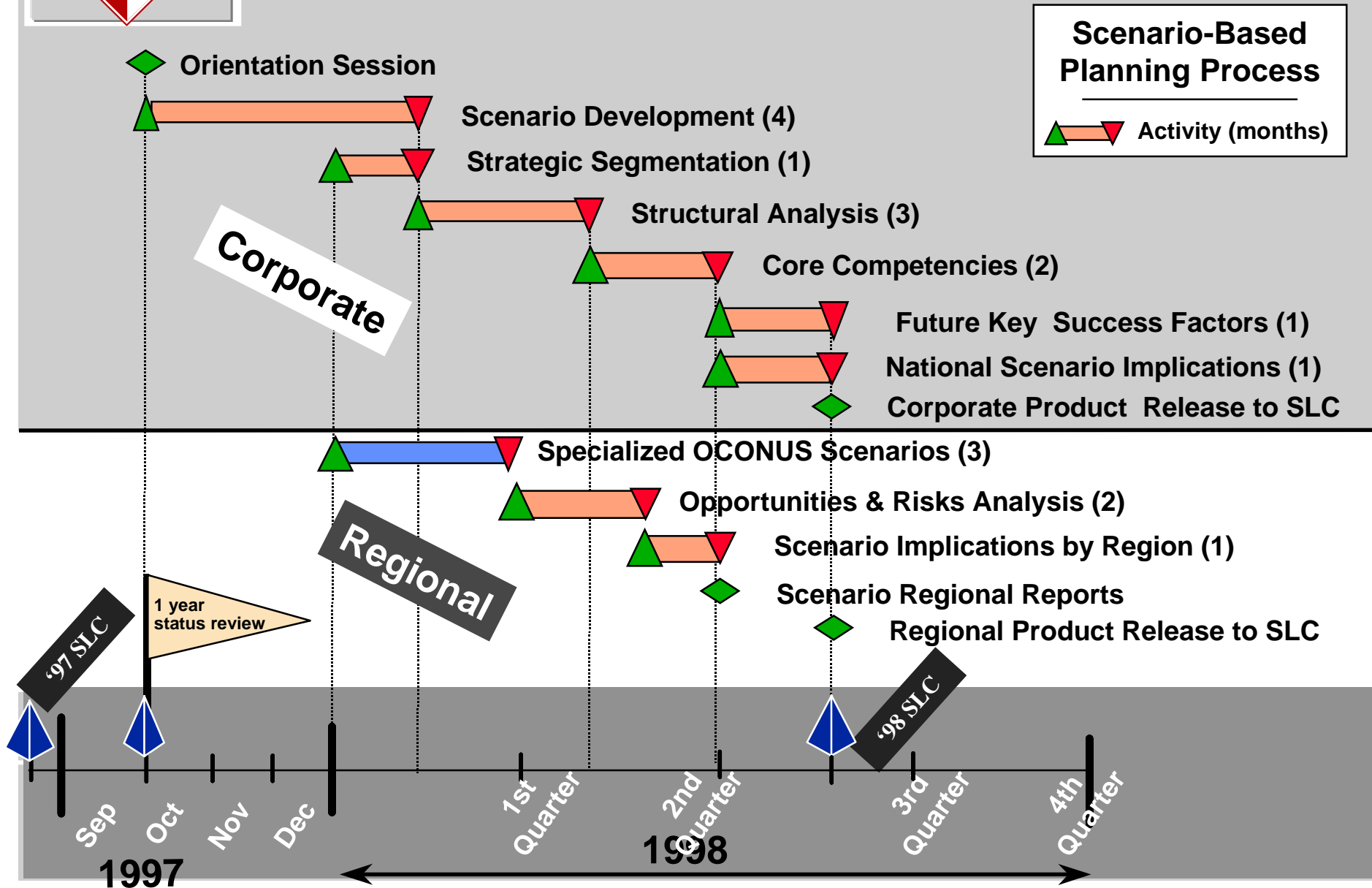


First Cut ~ Key Uncertainties

- U1 What will the Geo-political, Socio-economic, cultural climate be in 2020?**
- U2 To what extent will climatological/ environmental conditions be addressed by 2020?**
- U3 What will the frequency, intensity, type of events/incidents/ disasters be by 2020?**
- U5 What will the alignment of military engineering authorities/ missions/functions be by 2020?**
- U6 What will the alignment of public works engineering authorities/ missions/functions be by 2020?**
- U7 Will the education system provide needed KSAs?**

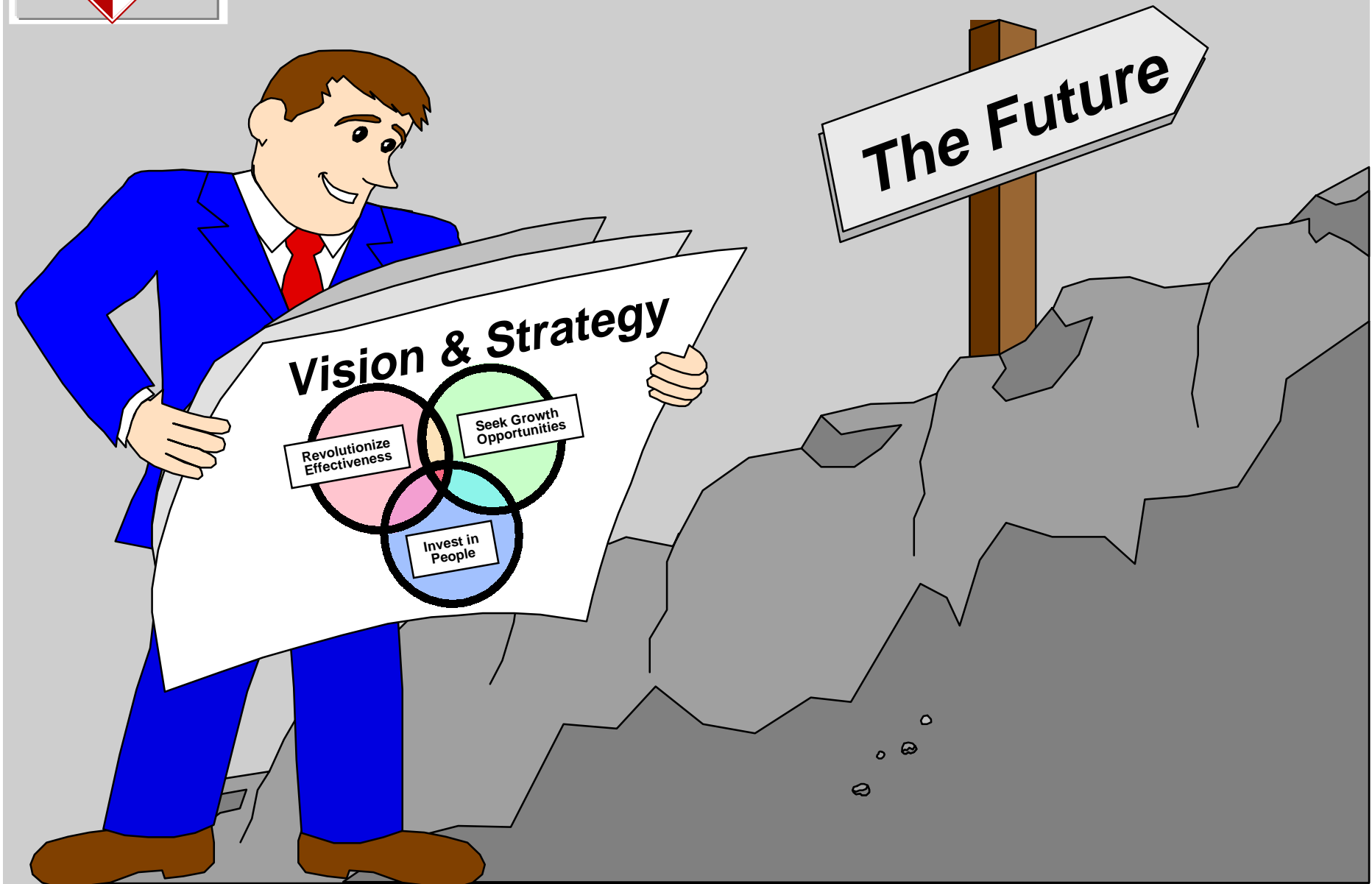


Schedule





Think “Corps Plus”





QUESTIONS?? ?

